



# **The Power of VA/DoD Sharing Conference**

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## **Coordinated Delivery of Benefits: The DES Pilot**

Mr. Bill Wilson & Mr. Al Bruner

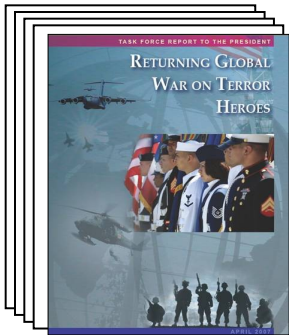
VA DoD Benefits Executive Council  
DES Pilot Co-Chairs

June 3, 2009



# Many Informed Us

## Returning Global War on Terror Heroes



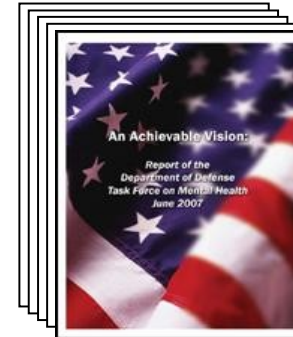
*Nicholson*

## DoD/VA Interagency Care Transition



*DoD Inspector General*

## DoD Task Force on Mental Health



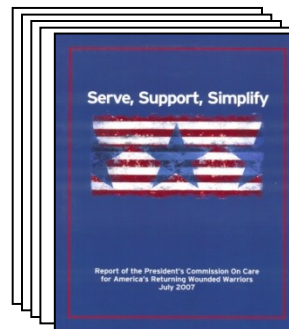
*Arthur, MacDermid, Kiley*

## Independent Review Group



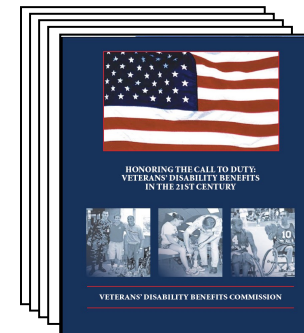
*West/Marsh*

## President's Commission on Care for America's Returning Wounded Warriors



*Dole/Shalala*

## Veterans Disability Benefits Commission



*Scott Commission*

**...and  
others**



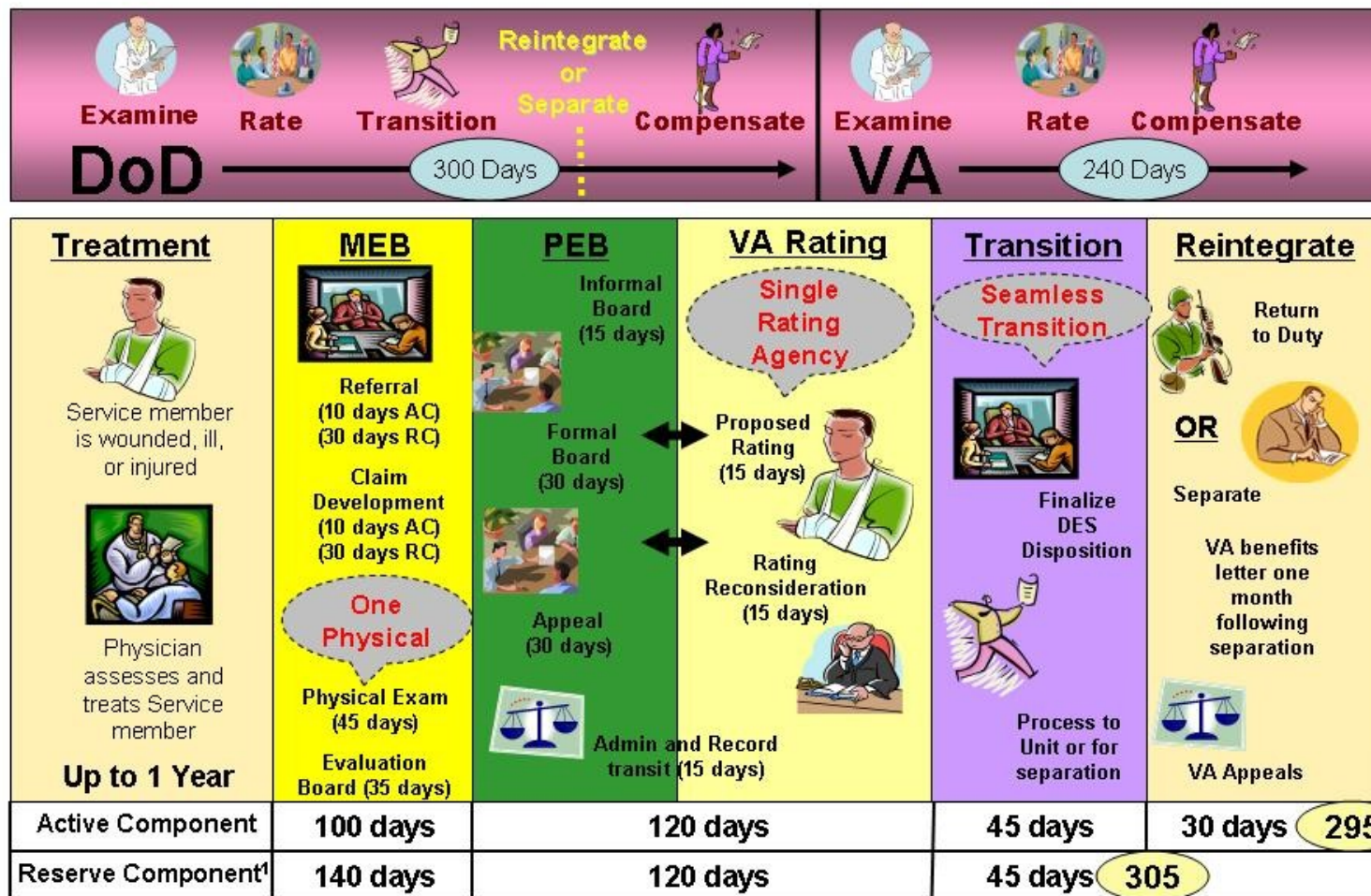
# DES Overview

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- **Vision: A seamless and transparent DES, administered jointly by DoD & VA**
- **Goals:**
  - **Less complex and non-adversarial**
  - **Faster, more consistent evaluations & compensation**
  - **Single medical exam & single-source disability rating**
  - **Seamless transition to Veteran status**
  - **A continuum of care - advocacy & expectation management**



# DES Pilot Process



1. Reserve Component member entitlement to VA disability compensation begins upon release from active duty or separation.



# DES Pilot Fundamental Objectives

- DES Pilot was authorized by Presidential Directive, and commenced on November 26, 2007, in the National Capital Region
- Single Examination MOA for NCR signed by VA and DoD on November 6, 2007; National MOU for expansion in concurrence by both Departments
- The Pilot has Three Principal Concepts:
  - Single disability examination
  - A single disability rating by VA that is binding on both Departments
  - Expeditious payment of VA benefits on the first day allowed by law after a Member is separated from Service



# DES Pilot VA Considerations



- Differences Between DES & normal VA Business Practices:
  - DoD “owns” the DES, VA is “plug-n-play” participant
    - VA is an advocate for Service member
    - VA provides medical examination to DoD
    - VA provides ratings to DoD PEBs
  - VA requires complete copy of Service Treatment Records at first encounter with Service member
  - Process steps must be followed sequentially
  - No VA Form 21-526 – new claim form for DES Pilot 21-0819
  - Service member becomes VA’s customer when separation decision is finalized





# DES Medical Examinations



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- Determine exam(s) based on issues claimed and/or referred
  - At minimum, every Service member is afforded a General Medical Examination
  - Additionally, request the following typical specialist exams if conditions claimed/ referred:
    - Eye      - Audio      -Neuropsychiatry
    - Mental      - Dental      -Sleep study
    - Other as indicated
  - Examiner will review complete claim file and medical record in conjunction with examination



# DES Major Events - Completed



- Established Balanced Scorecard
- Monitored and adjusted Pilot process
- Approved DES Pilot Expansion
- Provided DES Reports to Congress
  - Feasibility of combining DoD and VA Disability Evaluation Systems (NDAA 2008, Sec. 1612)
  - Report on rating reductions after PEB appeals (NDAA 08, Sec. 1615(e))
  - Initial and Interim Status reports on the DES Pilot (NDAA 2008, Sec. 1644)
  - Initial Report on Army Medical Action Plan (AMAP) action to improve Army DES (NDAA 08 Sec. 1645)
  - Report on the continuing utility of the TDRL (NDAA 2008, Sec 1647)
  - Reports are posted on: <http://www.defenselink.mil/prhome/reports.html>
- GAO Reports
  - 06-561T. "Military Disability Evaluation: Ensuring Consistent and Timely Outcomes for Reserve and Active Duty Service Members." April 6, 2006
  - 08-1137. "Military Disability System: Increased Support for Service Members and Better Pilot Planning Could Improve the Disability Evaluation Process," September 24, 2008





# DES Major Events - Completed



- GAO Reports
  - 08-1137. "Military Disability System: Increased Support for Service Members and Better Pilot Planning Could Improve the Disability Evaluation Process," September 24, 2008
- Ongoing GAO engagements:
  - "Comprehensive Improvement to Care, Management and Transition of Recovering Service Members - 1611- 1614 NDAA 08"
  - "DoD's Temporary Disability Retired List" (Currently out for comment/staffing)



# DES Major Events - Completed VA



- Developed IT connectivity for all VBA and VHA applications via CITRIX extra-net
- Initiated pilot program for paperless claims processing in the National Capital Region on October 1, 2008
  - Copies of Service Treatment Records (STRs) scanned into Virtual VA
  - VA examiners at Washington DC VAMC viewing claims file and STRs via Virtual VA
  - COVERS application extended to specialty clinics within VAMC DC to track locations/progress of paper claims files
- VA C&P staff has participated at DES expansion site visits with all military services
  - Local VHA/QTC staff and Regional Office staff attended site visits
- Veterans Tracking Application (VTA) modified to support DES data collection and metrics monitoring



# DES Pilot Enrollment

DEPARTMENT	PILOT	NCR FY07	DES FY2007	COMMENT
Army	1079 (50%)	450 (39%)	10,400 (52%)	
Navy	837 (39%)	519 (45%)	4,931 (25%)	
Air Force	246 (11%)	184 (16%)	4,591 (23%)	
Overall	2,162	1,153	19,922	
Completed	- 392			<ul style="list-style-type: none"> <li>Includes members returned to duty, separated from military service with or w/o benefits, and those placed on the TDRL/PDRL and issued their VA benefits letter</li> </ul>
Removed from the Pilot	- 78			<ul style="list-style-type: none"> <li>Includes members removed for miscellaneous reasons (e.g. transferred from Pilot site, administratively discharged)</li> </ul>
Currently Enrolled in Pilot <b>Data as of May 10, 2009</b>	1,692			



# DES Pilot Comparison



DISPOSITION	PILOT*	NCR FY07	DES FY2007	COMMENT
Return to Duty	145 (25%)	220 (21%)	3,958 (20%)	<ul style="list-style-type: none"><li>• Pilot Includes Returned to Duty at MEB or PEB</li><li>• DES FY2007 Returned to Duty at PEB</li></ul>
Separated w/ Severance	76 (13%)	230 (22%)	9,240 (46%)	<ul style="list-style-type: none"><li>• 5 requests for FPEB</li></ul>
Separated without Severance	13 (2%)	26 (3%)	1,150 (6%)	<ul style="list-style-type: none"><li>• 2 request for FPEB</li></ul>
Temporary Disability Retired List	168 (29%)	386 (38%)	4,278 (21%)	<ul style="list-style-type: none"><li>• Greater proportion of PDRL and TDRL dispositions driven in part by an increase in ratings (VA panel vice Military Departments) &amp; nature of cases in the NCR</li></ul>
Permanent Disability Retired List	168 (29%)	164 (16%)	1,296 (7%)	
* - Pilot numbers include Service members who have received a disposition but are still in the Transition Phase of the process.				
Formal Boards	69 (12%)	123 (12%)	933 (5%)	<ul style="list-style-type: none"><li>• 9 requests for FPEB Appeal</li><li>• 13 Found Fit, Return to Duty</li></ul>
Appeals	9 (2%)	20 (2%)	263 (1.3%)	<ul style="list-style-type: none"><li>• 5 SMs placed on PDRL (two Air Force and three Army cases). 4 cases are pending disposition.</li></ul>
Reconsideration of Ratings	23			12



# DES Data Collection Process



- Data fields in the DES Pilot Database/Veterans Tracking Application (VTA) help evaluate success of DES Pilot
  - Balanced Score Card
  - Weekly Reporting to OIPT and successor organizations
  - Reports to Senior Oversight Committee and Congress
- Key DES agents responsible for collecting and submitting data:
  - Physical Evaluation Board Liaison Officer (PEBLOs)
  - PEB Administration
  - VA Military Services Coordinators (MSCs)
  - VA DES Rating Activity Site (VA D-RAS)
  - VA Regional Office of Jurisdiction
  - Board for Correction of Military Records (BCMR)



# DES Data Collection Process



- First Phase (Nov 26, 2007 – Feb 11, 2008)
  - Electronic form submissions (13 templates)
  - DES Pilot Portal on AKO
- Second Phase (Feb 11, 2008 – Present)
  - Web-enabled DES Pilot Database hosted on DES Pilot Portal on Army Knowledge Online (AKO)/Defense Knowledge Online (DKO)
  - Three tiers of restricted access
    - Restricted Access to AKO/DKO
    - Within AKO/DKO, restricted access to DES Pilot Portal
    - Within DES Pilot Portal, restricted access to DES Pilot Database
- Third Phase - VA to fully integrate DES tracking capabilities within the Veterans Tracking Application (VTA) by June 1, 2009





# DES Pilot Portal & Veterans Tracking Application



- Accessed via Army Knowledge Online (AKO)/Defense Knowledge Online (DKO); Veterans Information Portal (VIP)
- Hosts DES Pilot Database, converted from AKO to VTA June 1, 2009
- Security Restrictions:
  - Require verification from DoD/VA Points of Contact for all Reporting Agents and permissions to be granted to either site
  - POC is sent a confirmation email when a user in their Service / Department requests access to the database
- AKO, DES Pilot Portal/VIP and VTA Database access:
  - Limited to Reporting Agents directly supporting the DES Pilot with a “need to know” requirement
  - Periodically verified by leadership
  - Consistent organizational procedures for terminating access



# DES Pilot Database & VTA



- User ID/role determines access rights and permissions
  - Only PEBLOs can initiate cases
  - Stakeholders can only save data linked to their user role
- User functionalities:
  - View status of cases
  - Explain:
    - Changes/updates to a data field
    - Cases exceeding the timeline goals for a stage
  - View DES homepage (default) page identifying updates / messages
  - Receive automatic E-mail notification of missing data
    - Users only see missing data associated with their role, service, or location
  - Data update restrictions based on information captured at start of Pilot and previous data entries



# DES Pilot Database & VTA (Cont'd)



- On-going enhancements
  - Addition of data fields to capture final disposition
  - Disenrollment function – currently only DES Pilot Support Team functionality
  - Service specific recurring reports
- Calculates both Active and Reserve Component/National Guard timelines (295 and 305 respectively)
- Additional procedures used to check reliability
  - Looking at DoD and VA procedures to verify data entry
  - DES Pilot Support Team also spot-checking data pulls
- Continuous Process Improvement Contributions
  - Monthly 'Hotwash' meetings
  - Field inputs
  - Customer feedback



# Veterans Tracking Application (VTA)

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- Weekly Teleconference
  - The DES Pilot Support Team and VA VTA representatives meet via teleconference once a week to discuss VTA-DES Pilot Database progress
- Business / Functional Requirements
  - Finalized on Feb 20, 2009
- Level of Effort Finalized March 2009
  - Included proposed schedule for roll-out:
    - Database Development - 1 May 2009
    - User Acceptance Testing - 8 May 2009
    - Data Transfer from current system - 31 May 2009
    - End-user Training - 18 May 2009
- Initial Operating Capability (IOC) date - 1 June 2009



# DES Pilot Periodic Reporting



- Tracks timeliness of cases across all phases of the Pilot; supports determination of Process Improvement stop light ratings
- Weekly Progress Report
  - Nine sections for each Service include total enrolled, disenrolled, case processing time, number of claimed conditions, and other metrics
  - Briefed to the Overarching Integrated Product Team (OIPT) every Thursday
- Monthly Reports (by week of month)
  - Expansion Location Report (Week 1)
    - Provides for each location/Service total enrolled, disenrolled, case processing time from start to finish, number of claimed conditions, and other metrics
  - Outlier Report (Week 2)
    - Provides explanations for cases that exceed timeline goals
  - Survey Analysis (Week 3)
    - Provides survey response rates and levels of satisfaction for each stage of the DES Pilot process
  - Case Processing Days Report (Week 4)
    - Mean, Median, Mode, SD, Min, Max for all stages in the DES Pilot Database by Service



# DES Pilot Performance Measures



## *Process Improvement*

- Time in Medical Evaluation Board (MEB) Phase
- Time in Physical Evaluation Board (PEB) Phase
- Time from separation to VA Benefits Letter
- Time from DES referral to VA Benefits

## *Financial Management*

- Evaluate adequacy of funding support for Disability Exams
- Evaluate adequacy of funding support for DES automation enablers
- Evaluate adequacy of funding support for DES Information Technology Systems
- Evaluate adequacy of funding for DES Analysis & Evaluation systems

## *Customer Satisfaction*

- Member and Veteran overall satisfaction with their experience in the DES Pilot
- Member and Veteran satisfaction with the adequacy of DES Pilot case management support
- Veteran satisfaction with the Vocational

## *Learning and Growth*

- Member and Veteran overall satisfaction with their experience in the DES Pilot
- Member and Veteran satisfaction with the adequacy of DES Pilot case management support
- Veteran satisfaction with the Vocational Rehabilitation and Employment (VRE) process
- Veteran overall satisfaction with the DES





# Balanced Scorecard Methodology



## Sources of Stop Light Measures

- Process Improvements
  - Weekly data capture from Pilot site reporting tool hosted on AKO & VTA
  - Stop light determined by comparing mean process time against established timelines
    - Amber if mean exceeds timeline by 10% to less than 25%
    - Red if mean exceeds timeline by 25% or more
- Customer Satisfaction
  - Survey design and measurement methodology
  - Stop light determined using a two-fold comparison of Pilot survey response scores against non-Pilot responses and mid-point of the survey scale



# Balanced Scorecard Methodology



## Sources of Stop Light Measures (Cont'd)

- Financial Management
  - Funding sufficiency as identified by government budget manager expert judgment
- Learning & Growth
  - Survey design and measurement methodology
  - Stop light determined by comparing Pilot survey response scores against the mid-point of the survey scale (there was no non-Pilot survey in this category)



# DES Pilot Customer Feedback



- **Compare satisfaction of DES Pilot to existing DES process**
  - **Obtain and understand input from WII Service members, their family, and other stakeholders**
  - **Determine appropriate pace, direction, and scope for expansion of Pilot**
  - **Contribute to DoD / VA policy adjustments and legislative initiatives**
- **Survey Design includes 7 Dimensions**
  - **Tangibles - (DoD / VA physical facilities & equip, DES personnel, DES communication materials)**
  - **Reliability - (Ability to execute DES tasks dependably and accurately)**
  - **Responsiveness - (Willingness to help Service member and provide prompt service)**
  - **Assurance - (Knowledge and courtesy, ability to convey trust and confidence to Service members)**
  - **Empathy - (Caring, individualized attention paid to Service members)**
  - **Procedural Justice - (Belief in fairness of the process)**
  - **Distributive Justice - (Belief in fairness of the outcome)**



# DES Pilot Customer Feedback



- **10 Customer Feedback Surveys**
  - **Participant (Pilot Service members)**
    - Administered after 3 points in the process (MEB, PEB, Transition)
    - Adequacy of DES Pilot customer service, information, timing, process flow
  - **Comparison (Non-Pilot Service members)**
    - Administered after 3 points in the process (MEB, PEB, Transition)
    - Adequacy of DES information, timing, process flow, etc.
  - **VA planning post-Transition surveys for Pilot and non-Pilot participants**
  - **Family member (Family members of Service members)**
    - Satisfaction with process, timing, etc.
  - **Stakeholder (MSCs, PEBLOs)**
    - Adequacy of training / information, satisfaction with process, etc.



# MEB Survey Results

<b>MEB Survey Findings (Respondents: Pilot - 642, Non-Pilot - 383)</b> <b>*Statistically significant differences depicted in yellow</b>	<b>Average Pilot Rating</b>	<b>Avg. Non- Pilot Rating</b>
Overall DES Experience - <b>Satisfaction with overall DES Pilot experience</b>	3.6	3.4
Overall Satisfaction with MEB - <b>Satisfaction with case management, medical care and the MEB process in general</b>	3.6	3.5
Timeliness of MEB Process - <b>Timeliness of the process since entering the DES Pilot</b>	3.2	3.1
Procedural Justice - <b>Belief in fairness of the process</b>	3.7	3.4
Distributive Justice - <b>Belief in the fairness of the outcome of the process</b>	3.6	3.5
Assurance - <b>Courteousness received from the PEBLOs &amp; MSCs and ability to speak one's mind</b>	4.1	3.9
Empathy - <b>Belief that PEBLOs &amp; MSCs have the member's best interests in mind</b>	3.9	3.7
Reliability - <b>Belief that PEBLOs &amp; MSCs execute DES tasks dependably and accurately</b>	3.9	3.8
Responsiveness - <b>PEBLOs &amp; MSCs willingness to provide prompt service</b>	3.8	3.6
1 - Very poor; 2 - Poor; 3 - A mix of poor and good; 4 - Good; and 5 - Very Good		



# PEB Survey Results



PEB Survey Findings (Respondents: Pilot - 127, Non-Pilot - 279)		Average Pilot Rating	Avg. Non- Pilot Rating
Overall DES Experience - <b>Satisfaction with overall PEB Phase experience</b>		3.4	3.3
Overall Satisfaction with PEB - <b>Satisfaction with case management, medical care and the PEB process in general</b>		3.6	3.6
Timeliness of PEB Process - <b>Timeliness of the PEB Phase process</b>		3.2	3.2
Procedural Justice - <b>Belief in fairness of the PEB Phase process</b>		3.7	3.5
Distributive Justice - <b>Belief in the fairness of the outcome PEB Phase process</b>		3.6	3.5
Assurance - <b>Courteousness received from the PEBLOs &amp; MSCs and ability to speak one's mind</b>		3.8	3.8
Empathy - <b>Belief that PEBLOs &amp; MSCs have the member's best interests in mind</b>		3.8	3.7
Reliability - <b>Belief that PEBLOs &amp; MSCs execute DES tasks dependably and accurately</b>		3.9	3.9
Responsiveness - <b>PEBLOs &amp; MSCs willingness to provide</b>		3.7	3.7

1 - Very poor; 2 - Poor; 3 - A mix of poor and good; 4 - Good; and 5 - Very Good 26





# Transition Survey Results



Transition Survey Findings (Respondents: Pilot - 32, Non-Pilot - 229) *Statistically significant differences depicted in yellow	Average Pilot Rating	Avg. Non-Pilot Rating
Overall DES Experience - <b>Satisfaction with overall Transition Phase experience</b>	3.7	3.2
Overall Satisfaction with Transition - <b>Satisfaction with case management, medical care and the Transition process in general</b>	3.8	3.5
Timeliness of Transition Process - <b>Timeliness of the Transition Phase process</b>	3.2	3.0
Assurance - <b>Courteousness received from the PEBLOs &amp; MSCs and ability to speak one's mind</b>	3.6	3.4
Empathy - <b>Belief that PEBLOs &amp; MSCs have the member's best interests in mind</b>	3.8	3.7
Reliability - <b>Belief that PEBLOs &amp; MSCs execute DES tasks dependably and accurately</b>	3.6	3.5
Helpfulness - <b>PEBLOs &amp; MSCs willingness to be helpful to members and their families</b>	3.1	3.27

1 - Very poor; 2 - Poor; 3 - A mix of poor and good; 4 - Good; and 5 - Very Good



# Considerations for DES Pilot Expansion



- **Military Treatment Facilities that conduct MEBs (2008):**

<b>Service</b>	<b># MTFs</b>	<b>#MEBs/Yr.</b>
<b>Army</b>	<b>37</b>	<b>11, 210</b>
<b>Navy/USMC</b>	<b>34</b>	<b>5,295</b>
<b>Air Force</b>	<b>63</b>	<b>6,524</b>
<b>Total</b>	<b>134</b>	<b>23,029</b>



# Considerations for DES Pilot Expansion

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- Expansion should ensure inclusion of challenging issues:
  - Medically underserved areas
  - Areas with limited administrative support (PEBLO and MSC resources)
- Pilot has a high degree of visibility to Congress, DoD, VA, Veterans Service Organizations, and the public
- Ability to process DES claims in a paperless environment
- Baltimore and Seattle will be VA's designated rating sites



# Considerations for DES Pilot Expansion

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- Considerations for expansion of the DES Pilot beyond the National Capital Region:
  - Which agency will perform examinations in medically underserved areas
  - Is IT connectivity available, or can it be accomplished prior to expansion?
- Availability and utilization of electronic health records (STRs) between DoD and VA
- Utilization of Veterans Tracking Application (VTA) for Service member tracking and metrics monitoring, by both VA and DoD



# Considerations for DES Pilot Expansion



- Considerations for further expansion of the DES Pilot
  - IT concerns
    - Citrix network for VBA applications, if necessary
    - Timely issuance of CAC cards
    - Accessibility of VA examiners to DoD systems (AHLTA, CHCS, CHCS II, etc.)
    - Access of DoD examination providers to VA systems, if applicable
    - Upgrades to RBA2000 to accommodate DES Pilot
    - ISO access issue
    - Physical security of VA IT hardware in DoD facility
  - Credentialing of examiners if working in DoD facilities



# DES Major Events Upcoming



- Evaluate and expand DES Pilot
- Implement improved IT for Pilot management—VA's Veterans Tracking Application (VTA) - June 1, 2009
- Complete DES Pilot final report (NDAA 08, Sec. 1644) by Aug 2009
- Complete report on AMAP action to improve Army DES (NDAA 08 Sec. 1645) by June 2009
- Discuss Dole-Shalala legislative initiatives





# Discussion Topics



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## QUESTIONS?





# Discussion Topics



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## Back-ups



# DES Reform Chronology



- April 2006 – GAO Report on the Disability Evaluation System
- Fall 2006 – BPR on DES (facilitated by P&R IM/BAH)
- December 2006 – Disability Advisory Council (DAC) charter update
- February 2007 – Washington Post headlines
- March 2007 – Senior Oversight Committee chartered and Lines of Action initiated
- May 2007 – Published P&R DES Report and Directive Type Memorandum (DTM) on DAC, reporting & timeliness
- August 2007 – Devised and tested alternative DES processes in joint DoD-VA Table Top exercise
- November 2007 – Published DES Pilot DTM and initiated Pilot in National Capital Region
- December 2007 – Published DES DTM on deployability standards
- March 2008 – Published initial DES Pilot report to Congress and first DTM on 2008 National Defense Authorization Act (NDAA)
- September 2008 – Published Disability Advisory Council Charter update
- October 2008 – Published second DTM on 2008 NDAA, expanded Pilot
- November 2008 – Published interim DES Pilot report to Congress, expanded Pilot
- January 2009 – New Expedited DES authorized in DTM
- April 2009 – Revolutionizing DES process begins at the SOC/Senior Working Group



# Active Component Pilot Durations



	Army		Air Force		Navy		Marine Corps		Mean	
	AC <sup>a</sup>	RC <sup>a</sup>	AC <sup>a</sup>	RC <sup>a</sup>	AC <sup>a</sup>	RC <sup>a</sup>	AC <sup>a</sup>	RC <sup>a</sup>	AC <sup>a</sup>	RC <sup>a</sup>
1. Referral Goal: (AC 10 / RC 30) <sup>b</sup>	6	10	17	14	13	13	11	21	10	11
2. Claim Development Goal: (AC 10 / RC 30)	9	10	13	13	4	3	4	5	7	9
3. Medical Evaluation Goal: 45 days	68	72	59	62	48	57	54	58	60	68
4. Medical Evaluation Board (MEB) <sup>c</sup> Goal: 35 days	50	63	90	111	47	46	48	65	55	67
MEB Phase (Stages 1-4) GOAL: AC 100/ RC 140	129	151	170	194	106	104	114	145	127	151
5. Physical Evaluation Board (PEB) Goal: 120 days	39	47	63	41	61	115	76	59	55	51
PEB Phase* (Stage 5) GOAL: 120	39	47	63	41	61	115	76	59	55	51
6. Transition Admin Goal: 45 days	56	51	47	84	71		41	76	54	54
Transition Phase (Stage 6) GOAL: 45	56	51	47	84	71		41	76	54	54
7. Pre-separation Leave	29		5		4		5		20	
8. VA Benefits (Award Authorization) Goal: 30 days	29		33		38		34		31	
VA Benefits Phase (Stage 8) GOAL: 30	29		33		38		34		31	
ACTotal (Phases 1-6, 8) GOAL: 295	248		292		294		305		276	
ACTotal (All Phases) Inc's Leave GOAL: 295	278		296		295		306		290	



# Continuous Process Improvement (CPI) Analysis

## Goal and Objectives



### **Overarching Goal:**

*To assess current performance of the DES Pilot and identify effective, sustainable, repeatable process improvement measures that support overall DES Pilot objectives*

- **Clarify Service member and DoD/VA objectives of each sub-stage of the DES Pilot process**
- **Identify sub-processes and activities that comprise DES Pilot processes**
- **Assess activities that support or hinder efficient performance of the DES Pilot and its related sub- processes**
- **Evaluate performance measurement approach**
- **Identify improvement opportunities**



# CPI Efforts to Date

- CPI Meetings
  - Deep Dives / Working Groups with all Services and VA
  - Site visits to meet stakeholders at various DES facilities
  - Interviews, off site or telephonic, with key stakeholders
- Data Gathering Process:
  - Specific questions focused on a stakeholder or group's process actions and expertise
  - General questions designed to identify best practices, potential areas of improvement, and stakeholder needs within the DES Pilot
- Coordinating with Wounded Warrior IT Team to begin requirements gathering for a DES Pilot wide IT solution
- Formulating tiered observations that include both long and short range goals



# CPI Efforts to Date (cont.)



## Meetings with DES Pilot stakeholders:

- CPI Deep Dives / Working Groups - 13-14 May and 17 June
- Navy MEB personnel - 10 June
- Army Reserve Component - 2 July
- Navy PEB - 20 October
- Air Force PEB personnel - 27 October
- MSCs (Army, Navy, and Air Force) - 5 November
- Army JAGs - 5 November
- Army PEB - 5 November
- Navy PEBLOs - 12 November
- VA Rating Board Personnel - 18 November
- Army PEBLOs - 25 November
- USAF JAGs - 2 December
- USAF PEBLOs - 4 December
- USN JAGs - 12 December





# CPI Results

- From initial CPI reviews, 19 observations have been identified
  - Organized by DES Pilot phases and sub-stages, Reporting Agents, and overarching process observations and recommendations
  - Each observation contains “suggested next steps” to move toward process improvement
- 15 additional unresolved issues were identified
  - Require further investigation by the Stakeholders and DES Pilot Support Team
  - Examples: availability of DD-214 information, inclusion of TDRL re-evaluations within the Pilot, attaining STRs from the Theater
- Highlighted are 7 primary observations
  - Have potential for immediate impact on improving the DES Pilot process
  - Require Stakeholder buy-in but the “suggested next steps” could be initiated immediately
- *All observations and unresolved issues will be vetted through Stakeholder leadership prior to inclusion in the Final Report*



# CPI Primary Observations



- Study PEBLO / MSC workload to understand staffing needs
- Standardize PEB to VA handoff
  - Data /forms transmitted
  - Method of transmission
- Establish consistent policy on Service member use of transition time in DES Pilot
- Establish standard methods to track and analyze DES Pilot results
  - Study examination requirements process to reduce exam rework
  - Standardize requirements for physician's Narrative Summary completion, and expiration
  - Standardize referral process



# Future of the CPI Process

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- Complete stakeholder meetings
  - CPI Hotwash to vet observations and discuss the CPI portion of the DES Pilot Final Report
- Analyze data and stakeholder feedback
- Finalize observations
- Submit report and incorporate feedback



# DES Pilot Training Program



- Train the Trainer Approach
  - LOA 1/LOA 3 provided National Capital Region (NCR) case management Pilot training in November 07 for all NCR service stakeholders
  - Service training teams composed of Pilot experienced SMEs from the NCR provided training to expansion sites ~ 3 to 6 weeks prior to Pilot execution
  - NCR service SMEs (military and civilian) provided best practices, service specific nuances, and testimonials using DES Pilot Support Team training products as their baseline
- Training Products
  - The DES Pilot Support Team developed several training products for use by the services
    - Directive Type Memorandum/Pilot Operations Manual
    - DES Baseline training modules
    - Pilot training guide
- VA has conducted 2 centralized MSC training classes
- VA has conducted training for DES ratings at Baltimore and Seattle Rating Sites
- VA is developing an implementation guide for DES MSC expansion sites



# Training Expansion Sites



Location	Host Military Department	Initial Operating Capability (IOC)	Training Conducted
Ft Belvoir/Ft Meade	Army	1-Oct-08	Yes
Navy Medical Center San Diego	Navy	1-Dec-08	Yes
Ft Stewart, Ga.	Army	1-Dec-08	Yes
Camp Pendleton	Navy	31-Jan-09	Yes
NMC Bremerton	Navy	28-Feb-09	Yes
Vance AFB	Air Force	28-Feb-09	Yes
Ft Polk	Army	28-Feb-09	Yes
Nellis AFB	Air Force	31-Mar-09	Yes
MacDill AFB	Air Force	31-Mar-09	Yes
Camp Lejeune	Navy	31-Mar-09	Yes
Ft Richardson/Ft Wainwright	Army	30-Apr-09	Yes
Ft Drum	Army	30-Apr-09	Yes
Elmendorf AFB	Air Force	30-Apr-09	Yes
Travis AFB	Air Force	31-May-09	Yes
Ft Carson	Army	31-May-09	Yes
Brooke Army Medical Center	Army	31-May-09	May 18-19